

2004 AMC CIO/G-6 Strategy



2004 AMC CIO/G-6 Strategy

Prepared by:
AMCIO-P Strategic Planning and Technology Implementation Division

This Plan supercedes the USAMC Information Technology (IT) Strategic Plan,
September 1999



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
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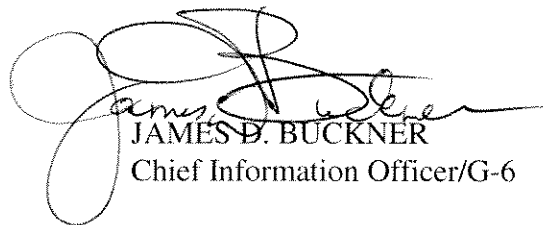
AMCIO-P

22 December 2003

SUBJECT: 2004 AMC CIO/G-6 Strategy

1. For more than eighteen months, the Army has undergone extensive realignment efforts in all areas of the organization to achieve many of its transformation goals. The entire Army Command, Control, Communication, Computers, and Information Management community has been tremendously affected and we have spent much of this time adjusting to the new processes and those now responsible for them. This Strategy will serve two purposes: 1) a replacement for existing outmoded and unwieldy plans, and 2) a baseline for future planning efforts.
2. The AMC CIO 2004 Strategy attempts to bring together in one concise document much of our current strategic rhetoric, our most important focus items, and those performance measures recorded in the Balanced Scorecard and currently tracked in Strategic Readiness System (SRS). Beginning in early 2004, my staff will begin the process of developing a 2005 Strategy with goals and objectives aligned to a Transforming Army. They will work with you to craft a strategy that is both actionable and measurable.
3. My point of contact for this is Chris Turner, DSN 656-8576 or COMM 703-806-8576, email chris.turner1@us.army.mil.

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A handwritten signature of James D. Buckner is shown above his printed name and title.

JAMES D. BUCKNER
Chief Information Officer/G-6

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INTRODUCTION

For the past eighteen months, the Army has undergone extensive realignment efforts with no organization left untouched. Within the AMC, our Command, Control, Communications and Computers for Information Management (C4IM) community - the nexus for a successful Army transformation - has been greatly affected by these realignment efforts. For these reasons, the AMC CIO/G-6 has spent considerable time adjusting to new processes and determining who is responsible for them.

This Strategy is constructed to focus our energy on the challenges for which we as a C4IM community are responsible, as well as those which will allow us to make the greatest impact on our respective commands and the enterprise.

The purpose of this document is to present a clear, baseline picture of the goals, objectives and performance measures of the AMC CIO organization. This is a transition document. It is meant to allow the AMC CIO/G-6 to better understand its role and to publicize its mission, vision, goals and objectives, as they currently stand. Ideally, this document will spearhead further evolving information management functions by serving as a baseline and benchmark for progress to a fully integrated, single knowledge enterprise.

Context

This document is intended to complement DoD, Army, AKM, and Transformation Plan guidelines. This Strategy replaces the outmoded USAMC IT Strategic Plan, September 1999, and outlines the path towards our vision of a Knowledge Based Workforce and Net-centric Enterprise. From this baseline, we will commence development of a next generation strategy that examines the current and future strategic views, identifies the gaps between those visions, and creates a bridge to transition where we are today to where we need to be in support of an Army Transforming and at War. This will require the undertaking of several analyses: technical, operational, peer, customer/user, requirements, etc. Prior to publication, we will work to integrate the strategy by aligning operations to our vision and staffing it within the functional community.

Scope

This document applies to the C4IM communities of the Headquarters AMC, Major Subordinate Commands (MSCs), and Separate Reporting Activities (SRAs). It bridges the gap between our daily operations and AMC transformation objectives.

How the pieces fit together:

1. AMC CIO/G-6 Strategy is driven by AMC Transformation Campaign, AMC Strategy, and current trends in Information Management and Technology.
2. AMC CIO/G-6 Strategy will provide a mechanism in which IT Portfolio Management metrics will help manage investment in IT initiatives and will serve as a roadmap between the As-Is to the To-Be Architectures.
3. With a clear strategy, the organization can better govern the allocation and use of valuable and most often limited resources.
4. The Balanced Scorecard, most useful when aligned with the Strategy, provides metrics to measure the health and wellness of the AMC G-6.

Where we are

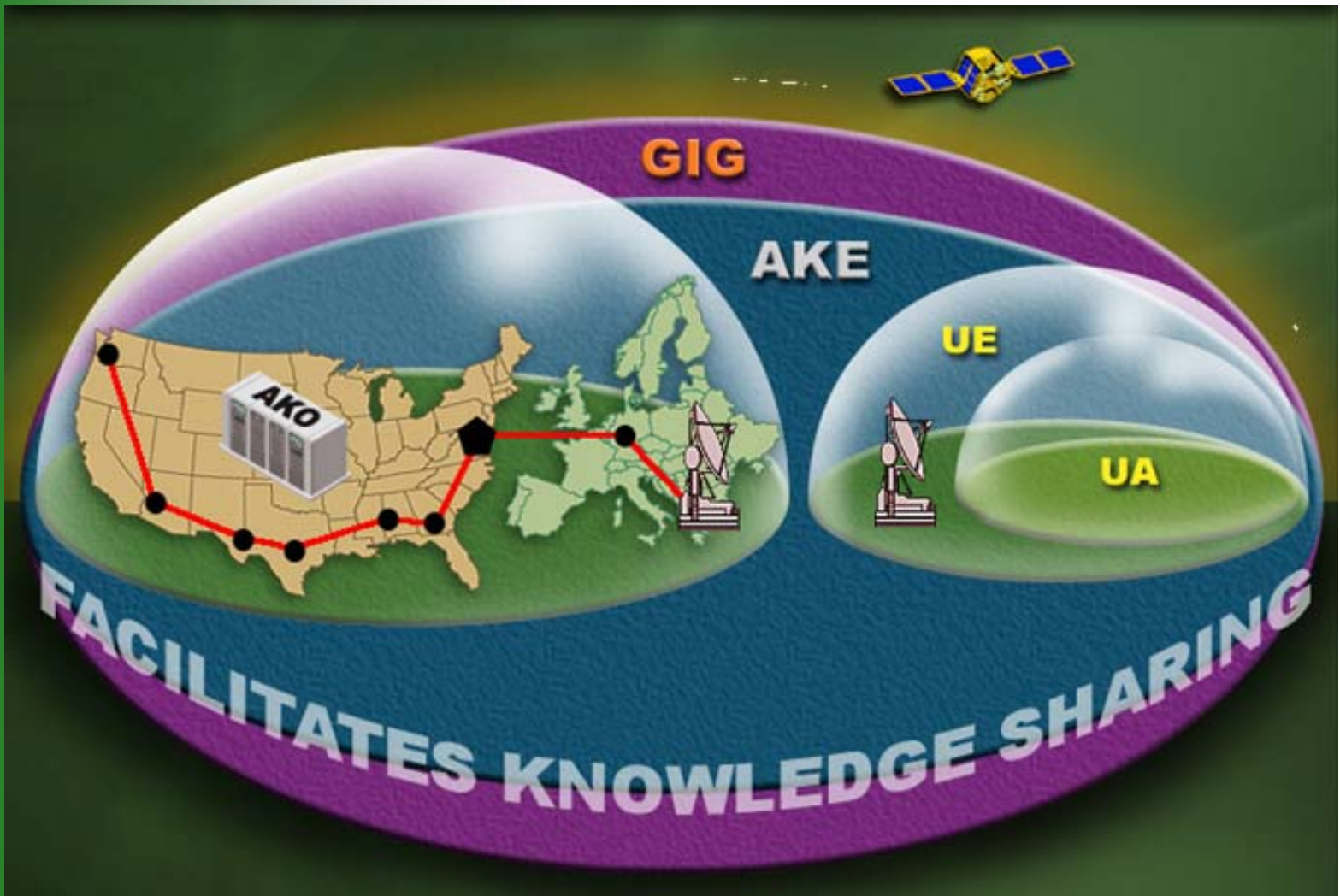
As the Army strives to create a Knowledge Based Workforce and Net-centric Enterprise, how clear are these same concepts within our C4IM community? More importantly, how can we make them actionable? Missions, visions, and objectives are necessary to define our organization and how and where we fit within it. However, without meaningful processes and measures, these strategic words remain isolated from our daily operations only to become obsolete. It is a great challenge to devise useful performance indicators that accurately measure our progress in meeting the CIO/G-6's role to enable Command and Control (C2), which allows the commander to see first, understand first, act first, and finish decisively. In order to achieve success, the AMC C4IM community must break down the barriers and work together to determine our collective strategic vision, transformation plans to reach that vision, and the optimum set of metrics to show our incremental progress towards reaching these goals.

It is a principal task of a corporate CIO to set a common direction, architect the information management infostructure, and manage it comprehensively and without waste, inefficiency or sub-optimization. Both strategic and operational information management must be centrally planned, integrated and executed. HQ AMC defines the highest AMC corporate level as the minimum 'enterprise' level for planning and integration. *Information is an enterprise asset*. It is incumbent on commanders at all levels to ensure enterprise considerations prevail in IM and IT Initiatives.

These strategic thoughts must be at the forefront for the CIO/G-6 to fulfill its duties of ensuring IT services and providing IM capabilities to enable the Army's new vision of warfare.

MISSION

Deliver superior net-centric, knowledge based solutions



VISION

A Knowledge Based Workforce and Net-centric Enterprise
Supporting Transformation

Goal 1

Deliver assured access and information anywhere, anytime through a modernized Army enterprise-managed IT infostructure as part of the Global Information Grid.

Objective 1.1

Ensure Enterprise Information Delivery in an Integrated and Shared Data Environment including Tactical & Sustaining Base Information Systems

Related Metrics:

1. C3-a Critical System availability (Ops Center)
2. C3-b % service providers satisfying negotiated SLAs
3. P3-a Capability Maturity Model
4. P3-b % AMC EA Development funding received

Objective 1.2

Redesign applications (eliminate, streamline, webify) for net-centric AMC operations. Support interoperability of national level systems (e.g., GCCS-A, LMP & BSM).

Related Metrics:

1. P2-a % AMC applications reduced (LAG)
2. P2-b % webified and on AKO (LEAD)
3. C2-c % change in webified apps

Objective 1.3

Manage AMC data as an enterprise asset - mobilize data that is inherently static.

Objective 1.4

Ensure authorized users data accessibility on any server and on any network.

Related Metrics

1. P1-c % Apps/Networks DITSCAP < 3 years
2. P1-d % Trained/cert

Objective 1.5

Deliver Optimum IT Services within HQ AMC as a model for the Enterprise.

Related Metrics

1. P5-a Customer Service Index

Goal 2

Monitor AMC's C4IM Requirements and Provide Management Oversight of AMC's C4IM Investment Portfolio.

Objective 2.1

Develop and execute a resource strategy for C4IM strategy.

Related Metrics

1. R1-a % funding of current C4IM requirements (IM MDEPS)
2. R1-b IM Resources as a percent of total budget (all types of funding)

Objective 2.2

Provide oversight and efficiently allocate funding across all C4IM components (people, money, systems, and information infrastructure), while incorporating best practices, benchmarking against industry and other government sectors, and assessing risk

Related Metrics

1. C1-a % of AMC meeting AKM Goal #1 (investment/Governance)

Objective 2.3

Marshal resources to implement the recommended C4IM resource strategy.

Related Metrics

1. R1-a % funding of current C4IM requirements (IM MDEPS)
2. R1-b IM Resources as a percent of total budget (All types of funding)
3. C1-a % of AMC meeting AKM Goal #1 (Investment/Governance)

Objective 2.4

Establish policies and oversight mechanisms to improve the capabilities of AMC support to the Army through the use of C4IM and ensure compliance with statutory and regulatory mandates.

Objective 2.5

Improve C4IM best practices by identifying efficiency improvement opportunities and minimizing duplicative processes.

Goal 3

Share AMC Knowledge and Excel in Army Knowledge On-line (AKO) in a Secure Environment.

Objective 3.1

Provide Knowledge Management capabilities and services to connect people, knowledge and technologies so that warfighters and business stewards can act quickly and decisively.

Related Metrics

1. C2-a % change # Communities
2. C2-b % change Content
3. C2-c % change in number of webified applications

Objective 3.2

Enhance AMC Information security by managing Public Key (PK) capability to AMC knowledge workers and PK-enabling selected AMC business applications.

Related Metrics

1. P1-a % PK-enabled People
2. P1-b % PK-enabled Apps

Objective 3.3

Make Army Knowledge Online (AKO) a value added element of AMC Knowledge-based solutions.

Related Metrics

1. C2-a % change # Communities
2. C2-b % change Content
3. C2-c % change in number of webified applications

Goal 4

Develop the professional IT workforce throughout AMC.

Objective 4.1

Help reshape the workforce through new approaches to development and learning.

Related Metrics

1. L1-a % of A&TWF certified to target level
2. L1-b % employees attending IM Training in current FY (CBT, IRMC, Seminars, Conferences, etc.)

Objective 4.2

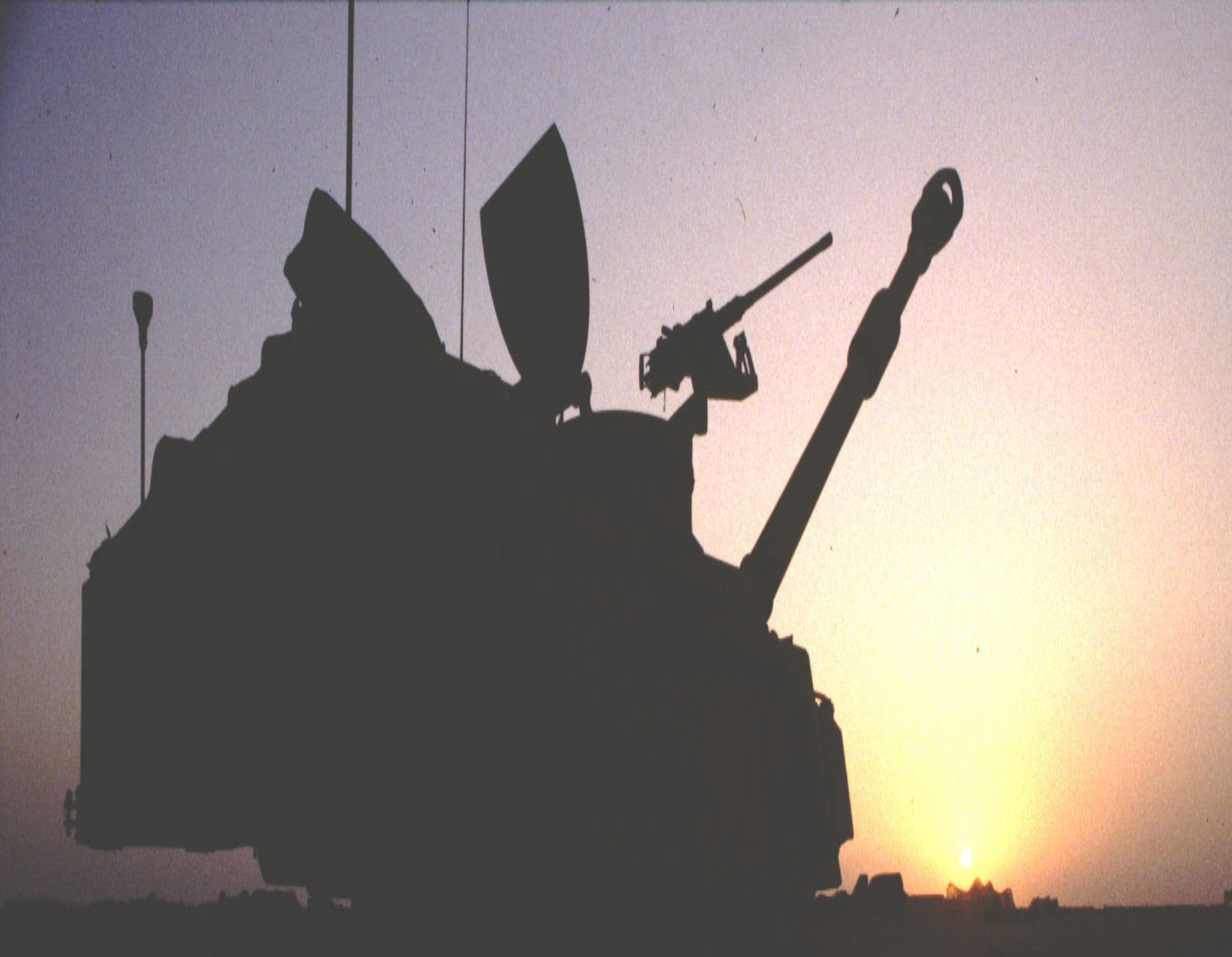
Use computer based training, distance learning, new knowledge management approaches to move from Cold War era tactics and systems to lean thinking concepts supported by the newest technologies available.

Related Metrics

1. L1-a % of A&TWF certified to target level
2. L1-b % employees attending IM Training in current FY (CBT, IRMC, Seminars, Conferences, etc.)

Objective 4.3

Periodically assess IT workforce capabilities against requirements and create a training program to meet any identified deficiencies.



Conclusion

As can be seen from this Strategy, the goals, missions and objectives for the AMC CIO/G-6 remain largely unchanged from those seen in prior presentations, documents, and reporting mechanisms. This document has harmonized disparate efforts into one concise document. The next generation strategy, developed from this concise document, will examine our current and future strategic views, address the gaps between these views, and create a bridge to transition where we are today to where we need to be in support of an Army Transforming and at War.

APPENDIX: A LOOK AHEAD

Initiatives Impacting 2005 Strategy

- ❖ 2004/2005 AMC Strategy
- ❖ Revised Balanced Scorecard/SRS, Army Knowledge Management
- ❖ Army / AMC Transformation Campaign Plan re-writes
- ❖ Enterprise Architecture and IT Portfolio Management initiatives

Upcoming Project Areas

- ❖ Divestiture of Shadow DOIM capabilities
- ❖ Management of AWCF and GOCO locations
- ❖ C4ISR materiel development, architecture, and execution on the battlefield
- ❖ Emergence of Portfolio Management
- ❖ Next generation of Information Security Technology: Biometrics
- ❖ Higher levels of excellence, e.g., the Rowlette Award
- ❖ AMC CIO-G6 involvement in Army initiatives

Concept of CIO

- ❖ Improve process for Senior Leadership involvement in ITM Direction & Decisions
- ❖ Establish CIOs as Members of Executive Management

ITM/CIO Emphasis: AMC HQ, MSCs, SRAs, & Installations

- ❖ Provide for Enterprise IT Investment Control and IT Investment Planning
- ❖ Require Process Reengineering prior to IT initiative approval
- ❖ Assess existing personnel IT knowledge & skills
- ❖ Develop plans for hiring, training, and professional development
- ❖ Uses Performance Measurement as Accountability for IT Spending